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FOREWORD

1. PURPOSE

This publication, NAVMC 2782, Marine Corps Food and Hospitality Operations Manual Encouraging the Responsible Use of Alcohol, provides special training to those who sell or serve alcoholic beverages. This training covers the identification and methods for discouragement of alcohol abuse using the plans and strategies developed to encourage responsible attitudes toward alcohol consumption.

2. CANCELLATION

NAVMC 2782 of 29 October 1985.

3. INFORMATION

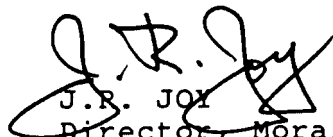
a. Servers of alcohol can be a potent force in our effort to reduce drunk driving by Marine Corps personnel. In this regard, DOD Directive 1710.7, Drunk and Drugged Driving by DOD Personnel (NOTAL), requires annual training for servers of alcoholic beverages. We believe that this is best carried out locally by Food and Hospitality Directors as part of their ongoing employee development program.

b. This Manual, informative and not directive in nature, is to be used for instructional purposes.

c. For requisitioning instructions, see the current edition of MCO P5600.31, Marine Corps Publications and Printing Regulations.

4. CERTIFICATION

Reviewed and approved this date.

  
J.R. JOY  
Director, Morale, Welfare and  
Recreation Support Activity

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LOCATOR SHEET

Subj: MARINE CORPS FOOD AND HOSPITALITY OPERATIONS MANUAL  
ENCOURAGING THE RESPONSIBLE USE OF ALCOHOL

Location: \_\_\_\_\_  
(Indicate the location(s) of the copy(ies) of this Manual.)

Enclosure (1)

## RECORD OF CHANGES

Subj: MARINE CORPS FOOD AND HOSPITALITY OPERATIONS MANUAL  
ENCOURAGING THE RESPONSIBLE USE OF ALCOHOL

Log completed change action, as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Entering Change

## TABLE OF CONTENTS

Introduction.....	3
Training Basics.....	4
Training Content Decision Tables.....	6
Servers.....	6
Security Staff.....	7
Front of the House Personnel.....	8
Server Training Materials.....	9
Standard Operating Procedures Training Kit.....	10
Basic Server Training Kit.....	21
Refresher Server Training Kit.....	35
Additional Resources.....	55
Server Materials.....	55
Patron Materials.....	55
Manager Materials.....	56
Low or No Alcohol Beverages.....	57
Alcohol-Free Drink Recipes.....	59
Advertising Reprints.....	60
Suggested Briefing Charts.....	62

ENCOURAGING THE RESPONSIBLE USE OF ALCOHOL

SPECIAL TRAINING FOR:

SERVERS

SECURITY STAFF

FRONT OF THE HOUSE PERSONNEL

INCLUDING MANAGER/TRAINER GUIDANCE



## INTRODUCTION

### HOW THIS PACKAGE CAME TO BE

Along with many Americans, the Marine Corps is determined to reduce the harm caused by irresponsible use of alcohol, particularly drunk driving. Marine Corps Food and Hospitality activities can help by offering fun places for Marines to spend their leisure time, whether or not they choose to order alcoholic drinks.

This means a club can no longer be just a food and bar operation. Clubs will need to offer a variety of things, independent of alcohol, to attract patrons. Because of increasing legal attention, Food and Hospitality activities need to find ways to protect patrons, activity employees, and the Command Food and Hospitality Operations Branch from possible legal actions due to accidental overconsumption of alcohol. While manager involvement is the most important way this can be done in the long run, the way employees deal with patrons has the greatest short-term effect.

Because of this, the Food and Hospitality Operations Branch of the Morale, Welfare and Recreation Support Activity asked a representative group of Food and Hospitality activity managers how it could best help them train servers.

The Food and Hospitality activity managers said they needed packages that could easily be used on a flexible time schedule. They also said server training was not quite enough . . . that training for security and front of the house personnel was needed, since they also deal with patrons.

This package is the result. It combines a guide to the decisions Food and Hospitality activity managers must make with a choice of training activities that managers can tailor to the needs of their staff.

With careful thought and active participation by managers and employees alike, the perception of Food and Hospitality activities being "a place to go" rather than "a place to get a drink" can be achieved, with even greater success than currently exists.

## **TRAINING BASICS**

### **WHAT TO DO BEFORE YOU TRAIN**

Make sure your policies and procedures for Food and Hospitality Operations are up-to-date and sensible for encouraging the responsible use of alcohol. It won't do any good to train your staff if your policies don't fit today's needs.

Use the questions and checklist beginning on page 11 to help you review this area.

### **WHAT TRAINING SHOULD BE**

Training in your Food and Hospitality activity should be uniquely suited for your situation and for your employees. Although it might be similar in many ways to that of other Food and Hospitality activities in the area, it should also be different in those particular ways that make your activity unique.

Even within your training you may need variants for different people, depending on what they already know and can do well. Just as no two Food and Hospitality activities are exactly alike, no two adults are exactly alike either. Ideally, your training will take this into consideration and not waste payroll and annoy staff by asking them to learn things they already know.

We've provided guidance that will help you target training for your activity and your staff beginning on page 6.

### **WHEN TRAINING SHOULD TAKE PLACE**

Current employees should be trained as soon as you can get Standard Operating Procedures (SOP's) reviewed and updated (if necessary), and your training plans made. The need for a concerted emphasis on encouraging the responsible use of alcohol won't go away, so there is nothing gained by delay.

Each server or other employee should begin training during their first 40 hours on the job. This takes advantage of the natural inclination of new people to try extra hard to learn and to do well.

### **WHERE TRAINING SHOULD TAKE PLACE**

Because adults learn best when they are most comfortable, the ideal training setting is in the Food and Hospitality activity where everything is familiar. Obviously, you will have to select a time that is most convenient to most employees . . . when none of them are involved in opening, running, or closing the activity. Pretend your activity has been booked for a training course and plan to treat your employees during their training as



you would treat guests coming for training.

#### **HOW YOU'LL KNOW THE TRAINING "WORKED"**

Immediately after training, before the first alcohol-related incident, you should see specific behavior that lets you know your employees are trying to practice what they have learned. (If you praise that behavior as you see it occurring, you'll increase the chances that it will continue when you're not around.)

After a reasonable time (a month, maybe), call a staff meeting and ask employees to tell you what's working well and what isn't (it's important that they tell you, not the other way around). Then ask their ideas on what else to do to reach the goals you set before the training began. Make changes, to the SOP or to what employees should do on their own, as a result of the input to this meeting.

Check at least once every quarter to make sure nothing has slipped through the cracks. Continue to praise appropriate behavior as it occurs, and coach improved behavior when it is needed. If you do all that, there's almost no way the training won't "work."

#### **WHEN TO RETRAIN**

Annual retraining is required. If you set up your program properly, annual retraining need consist only of review and communicating any changes you've had to make to the SOP and practicing any new skills needed.

#### **WHAT TRAINING RECORDS ARE NEEDED**

Keep a record of the date of each training session, what was covered in the session, and the names of those who attended. Put a reminder on your calendar for 11 months after the first training session, so you won't forget the annual refresher and will have time to do the necessary SOP review before training day rolls around.

#### **WHERE TO GET MORE HELP**

Contact the Commandant of the Marine Corps, Food and Hospitality Operations Branch (MWH) if you need more help or want to kick ideas around. (DEN 278-3823, Commercial (703) 640-3823)

## TRAINING CONTENT DECISION TABLES

### SERVERS

IF SERVERS ARE	AND	USE:
New	Inexperienced	Usual Orientation SOP Kit page 10 Basic Server Kit, page 21
	Experienced	Usual Orientation SOP Kit page 10 Refresher Server Kit, page 35
Old Hands		SOP Kit page 10 Refresher Server Kit page 35

- Some experienced servers will have worked in places so unlike yours that they will also need Basic Server Training.

# TRAINING CONTENT DECISION TABLES

## SECURITY STAFF

IF STAFFERS ARE	AND	USE:
New	Inexperienced	Usual Orientation
		SOP Kit, page 10
	Experienced	Basic Server Kit, page 21
		Training you arrange with base security
Old Hands	Inexperienced	Usual Orientation
		SOP Kit page 10
	Experienced	Refresher Server Kit, page 35
		Training you arrange with base security
Old Hands		SOP Kit page 10
		Refresher Server Kit page 35

# TRAINING CONTENT DECISION TABLES

## FRONT OF THE ROUSE PERSONNEL

IF PATRONS ARE	AND	USE:
New	Inexperienced	Usual Orientation
		SOP Kit page 10  Basic Server Kit, page 21
	Experienced	Usual Orientation
		SOP Kit page 10  Refresher Server Kit, page 35
Old Hands		SOP Kit page 10
		Refresher Server Kit page 35

## **SERVER TRAINING MATERIALS**

Server training materials in this section consist of the following:

- \* Standard operating Procedures Training Kit, page 10
- \* Basic Server Training Kit, page 21
- \* Refresher Server Training Kit, page 35
- \* Suggested Briefing Charts, page 59

Each kit consists of a training outline with guidance for implementation. It also contains sample materials.

No kit is complete as it stands. Since every Food and Hospitality activity is different (and every server is different), you are the only person who can tailor the materials to your people and to your activity's needs.

## STANDARD OPERATING PROCEDURES TRAINING KIT

### Training Outline

1. **Manager Preparation.** Make managerial decisions necessary (see pages 11-18) and prepare a written SOP. Duplicate as many copies as there are employees to be trained.

2. **Employee preparation.** Have a meeting with your employees explaining that you have begun a program to combat drunk driving. Let them see how the program will make their jobs easier (fewer drunken hassles, maybe more tips, less uncertainty). Allow them time to talk about their concerns (but don't allow excessive griping about this program . . . it's a given, and you're convinced it's worthwhile). Then give a copy of your SOP to each employee, along with a cover sheet explaining the following:

- \* The employee will be expected to know all SOP items by a certain date (about two weeks).
- \* The employee will be expected to pass an oral test on the SOP (include one or two actual test questions as a sample).
- \* The employee will be asked to provide constructive criticism of the SOP after it has been in effect for a month.
- \* Their performance appraisals will reflect compliance once the SOP is firmed up after the trial period.

3. **Employee testing.** Write short answer questions that ask the employee to remember what the SOP says. That's all. Don't ask the employee to interpret the SOP yet. Basic and Refresher Training will help them to do this. No trick questions.

Ask each employee several questions privately. Vary the questions from one employee to another. Start with the people you expect to learn fastest -- the word will spread and help the slower employees focus on what's important.

Keep each employee's score confidential -- no one needs to know how well a person did except you and that person. If the test score isn't high enough, coach the person and retest within a week using similar, but not identical questions.

4. **Training Future Hires.** Add this training to your usual orientation. It is easily handled on the job, and responsibility for it can be delegated to the department manager, shift leader, or whoever usually "breaks in" new employees.

## STANDARD OPERATING PROCEDURES (SOP)

It won't do any good to train your people if the offerings and environment in your Food and Hospitality activity don't support responsible use of alcohol and offer something else to those who aren't drinking. It won't do your bottom line any good to encourage lower liquor sales unless you offer other attractive ways for patrons to spend money in your Food and Hospitality activities. The following questions will help you avoid both problems. Answer them involving your assistant managers and others where necessary. Some starter ideas are on pages 13-18.

1. How long has it been since I've been in the activity on its busiest days or nights?
2. How can I be certain that my patrons can get home from the activity's without driving?
3. Does my activity's **written** SOP cover the following situations:
  - a. **Who** should be notified if a server has difficulty with a patron?
  - b. **What** actions may or should a night manger or other person in authority take (food, rides home, calling security, etc.) and under what circumstances (give examples)?
  - c. **When** should incidents be logged, by whom, and what information should be included (date, time, description of parties involved, summary of incident, outcome to date)?
4. Do I need to offer more activities independent of alcohol in these areas?
  - a. **Games** requiring motor coordination (darts, pool, etc.).
  - b. **Contests** requiring mental alertness (cards, trivia, TV game spinoffs, etc.).
  - c. **Family events** (cartoons, dance lessons, pre-holiday parties, etc.).
  - d. **Spouse programs** (cardtournaments, couples community work, etc.).
  - e. **Gentle leisure** (conversation rooms, computer corner, reading and listening collections, etc.).
5. Have I made substantial food service available at the bar at

night (hamburgers, pizza, breakfast after 11 p.m.)?

6. Are my menu items selected, planned, and priced to provide good value while returning enough profit to make up for lower volume liquor sales?

7. Do I know that my SOP has my superior's concurrence?

8. Have I developed a coordinated publicity and marketing program to let my current patrons, and the new ones I hope to draw, know of the great new things I'm planning for them?



## THINGS TO THINK ABOUT AS YOU WRITE YOUR SOP

### YOUR GOAL

Your minimum goal is to keep an alcohol-impaired driver from getting behind the wheel of an automobile. If you do this by helping patrons avoid becoming impaired or intoxicated in the first place, so much the better.

### REVIEW FOOD OPERATION

Before you start on your responsible use plan, figure out how you can least expensively provide substantial food service at night (hamburgers or pizza in the microwave, at least). Gear menus toward finger-food, chicken, seafood, and upgraded sandwiches. Try switching to breakfast (continental, waffles, eggs, etc.) at 11 p.m. on weekends. This will increase the perceived value of food.

### REVIEW BAR OPERATION

Changes in your drink menu and server procedures make responsible use easier. What is available in the Food and Hospitality activity and how it is served can go a long way toward encouraging your patrons to cut consumption of alcohol but still spend their money on profitable items with high perceived value. That is why many of the things you can do are already in the regulations.

For instance:

- \* not selling any super-potent (over 2 oz. liquor) drinks
- \* preparing and promoting extra-fancy drinks with he-man or wonder-woman names, but no liquor (page 56 has some recipes)
- \* adding non-alcoholic beers, wines, and waters to your drink list (page 54 listed some for starters)
- \* not encouraging doubles orders
- \* requiring servers to ask individuals if each wants another rather than assuming it when "rounds" are ordered
- \* limiting pitcher service to groups of three or more
- \* starting a "joy juice" bar (blenderized fruit and vegetable drinks, natural waters, etc., with extra attention to atmosphere and service)

## CREATE ENVIRONMENT FOR MODERATION

There are some things you can do to create an environment that lessens the need for intervention. Many of them are already in the regulations for that very reason. Among them are the following:

- \* Stop alcohol service 1 hour before closing.
- \* Change your music mix away from moody or "hurting" to upbeat but not loud.
- \* Increase lights slowly and imperceptibly to a level where patron behavior can be observed easily.
- \* Don't have "last call."
- \* Serve snacks at 5 and 9 or 10 p.m.
- \* Provide bottomless pots of self-serve, no charge coffee.

Consider providing games that require hand-eye coordination, like darts, pool, pinball, etc. Start mental contests, like Trivia or Mental Math. Promote conversation (by moving around and talking) yourself. See if you can set up a conversation room with sofas, easy chairs, and coffee tables. Offer a home to special interest groups, and attract wives in groups with bridge tournaments, volunteer activities, etc.

Consider putting in portable computers for hourly rental, or the new videodisc games, cartoons or old comedy movies. Recreation Service people can give you ideas and equipment for armchair games.

(What you really want is to expand the time between drinks, somehow, to make it less attractive and more difficult to get drunk.)

Do whatever you can to make patrons want to be at the Food and Hospitality activity just for the fun of it. One of the benefits is that, with good publicity, you'll start to draw people who never wanted to come before while you keep all but the hard core drinkers.

## **GET COMMAND SUPPORT**

Before you get too far, find out what the commander thinks. Find out what they want to do base-wide, why it has to be done, and how it will be done. You need to know the command's policy on how to deal with certain delicate or logistical situations:

- \* uncooperative senior officer
- \* dependents without sponsor present
- \* can you use security for safe rides home without penalizing patrons?
- \* at what point must security be called?
- \* what does the commander expect of you?
- \* etc., etc.

You should have your "ideal" plan worked out before you go to see the commander. It's a good idea to coordinate with other managers on your installation so you present a consistent program. Be prepared with some items you are, willing to negotiate, and have good reasons (from the command's standpoint, not yours) to support the critical parts of your plan. If the command doesn't back up your policy, your work is wasted. As you are preparing your plan, be sure you are in the activity on its biggest nights each week. Observe what goes on. Ask your staff if you're seeing a "normal" night. Depend on staff input to help you develop a cost-effective, workable plan.

## **PLAN FOR PROBLEMS**

For each shift, think about who should be "duty persuader," the on-scene employee whom servers can turn to when the going gets rough. In an enlisted club, for example, you might want a big, strong, fatherly, or no-nonsense motherly type. In a staff noncommissioned officers' (SNCO) club, maybe the best choice would be a smooth talker . . . the right woman or man, neither sour nor hard nor timid, but pleasant and firm. In an officers' club, you might appoint a banker-type or an elegant woman. Your choice should be the kind of person your typical problem patrons seen to respect and accept direction from willingly.

If a server knows the problem patron, that server should intervene. One thing you might require of your duty manager is that they find out first if any member of the staff knows the patron involved.

When servers spot potential problems, they should tell the duty manager or persuader. A good rule of thumb is that if someone

other than the employee has to intervene, the incident should be logged. Entries should include date, time, description of parties, and a brief summary of the incident. No big thing needs to be made of it, unless your commander says otherwise. The main purpose for the entries are:

- \* to protect your activity in the event of some sort of accident later
- \* to allow you to have an objective record of how things are progressing.

As you make your plan, consider things that you and other managers have done that have worked. Avoid things that didn't work. Always consider ways to minimize the number of other patrons who know about any unpleasant situation.

### **SELECT INTERVENTIONS**

Select a variety of intervention procedures that you believe will work in your Food and Hospitality activity. Examples are:

- \* Offer food for the price of a drink instead of another drink.
- \* Delay service.
- \* Offer nonalcoholic equivalents.
- \* Offer a rain check for later.
- \* Offer complimentary mock Irish coffee.

### **IDEAS FOR A COMPLETE RESPONSIBLE USE PROGRAM**

Listed below are a few ideas that a manager should put into a comprehensive training plan:

- a. Train and monitor bartenders and servers regarding legal responsibilities and state-of-the-art hospitality practices. Have servers say, "Hello. Before I take your drink order, who is driving?"
- b. Provide and promote nonalcoholic drinks to patrons. Give nonalcoholic beers, cocktails, wines, and champagnes "equal time." In many instances, nonalcoholic drinks are preferred in blind taste tests over those with alcohol.
- c. Provide meals, snacks, and related foodstuffs throughout the course of a given day or evening. Do not provide salty snacks.

d. Check identification of anybody who appears to be under the established drinking age.

e. Post clearly stated descriptions of behavior that will not be tolerated. Expect the staff to enforce these rules.

f. Provide employees with names and phone numbers of local alcohol abuse treatment and prevention resources to use in crisis situations.

g. Promote safety transportation options. Remember the plea in that old song, "Show Me the way to Go Home/I'm tired and I want to go to bed/I had a little drink about an hour ago, and it went right to my head/Wherever I may roam/On land or sea or foam/You will always hear me singing this song/Show me the way to go home."

h. Make sure staff and patrons know Blood Alcohol Concentration (BAC) rules of thumb and effects of alcohol.

i. Provide enough space for dancing.

j. Provide games and recreation where alcohol is served.

k. Discontinue special prices that encourage excessive alcohol purchases.

l. Do not permit the sale of drinks-to-go.

m. Provide a mixed variety of music.

n. Make frequent up-beat decor changes.

### **ONE FOOD AND HOSPITALITY ACTIVITY'S SOP**

The SOP on the next two pages is provided as a sample. It is unlikely that yours will be just like this one, but it may give you some ideas.

Some Food and Hospitality activities have SOP's that are simply a list of DO's and DON'T's. Some of them post the list where patrons can also see it, with the idea that people will usually try to do what's expected, if they just know what it is.

Whatever way you handle your SOP, be sure to subject it to a "reality test" before putting it into effect. If it's impossible to carry out some parts of your SOP, your people will find it easy to ignore the rest.

SAMPLE OF ONE FOOD AND HOSPITALITY ACTIVITY'S SOP

MEMORANDUM

From: Food and Hospitality Branch Director  
To: All Employees of Food and Hospitality Activities  
Subj: ALCOHOLIC BEVERAGE SERVICE RESPONSIBILITIES

1. I am sure that most of you are aware that there is a strong effort underway nationwide to combat drunk driving. The Marine Corps is also striving to eliminate alcohol abuse. This is a very serious matter. Thousands of lives are lost every year in alcohol related accidents.

2. As our Food and Hospitality activities engage in the business of serving alcoholic beverages, we have a particular responsibility, moral and legal, to make sure that our patrons are not served to or beyond the point of intoxication or in any way encouraged to abuse alcohol. We also bear the responsibility of not serving alcoholic beverages to minors.

3. The entire management staff of the Food and Hospitality Branch is aware of our obligations and is prepared to support you in the enforcement of the law and our policies regarding alcohol. You, however, as the servers of alcoholic beverages, are our first line of defense against alcohol abuse and are required to do your part. Specifically:

a. No minor shall be permitted in an area of the Food and Hospitality activity engaged primarily in the service of alcoholic beverages unless accompanied by a parent or guardian.

b. No minor shall be served an alcoholic beverage at any time or in any area of the activity. Alcoholic beverages may only be served to those who have reached the legal age. It is the employee's responsibility to verify that a patron is of legal age whenever there is any doubt whatsoever.

c. No employee is authorized to serve alcoholic beverages to an intoxicated patron. If, for any reason, an employee feels that a patron should no longer be served alcoholic beverages, the employee must notify the manager on duty. The manager determines the appropriate course of action to be taken with the patron. If an employee and the manager disagree as to whether a patron should continue to be served, the employee will not be required to continue to serve the individual. The manager must assume responsibility for any further service.

4. Employees should be aware that management is responsible for insuring that patrons, if determined intoxicated, are not permitted to drive from the activity, to the extent possible.

This responsibility extends to calling the security police if necessary.

5. The above policies also apply to all private parties.

6. Alcohol abuse and drunk driving are of paramount concern to our organization, the command, the Marine corps, the Department of Defense, and the nation. You must be counted upon to make sure that we do our part to encourage the responsible use of alcohol.



## BASIC SERVER TRAINING KIT

### Training Outline

1. **Manager preparation.** Decide what you want employees to **know** and **do** from day one on the job. These are the basics, and you will be arranging opportunities for the employees to practice skills that encourage responsible use of alcohol in these areas:

- \* greeting patrons
- \* setting and cleaning tables
- \* taking orders
- \* "selling" nonalcoholic drinks and food
- \* deciding when a patron obviously should not have another drink
- \* "cutting off" patrons successfully
- \* keeping impaired or intoxicated patrons from driving

You will need to determine what is to be taught for the first four areas, since no other Food and Hospitality activity is like yours. For the other areas, pages 23-31 provide some things servers need to know in order to handle intoxicated patrons.

Duplicate as many copies of training materials as there are employees to be trained. Give employees advance notice of the training schedule, and ask them to be thinking in the meantime of all the ways they can tell when people have had too much to drink and of "cut off" techniques that work.

2. **Employee participation.** Your sessions should be no longer than an hour at a time. They should be a mixture of your talking; their reading, writing, or role playing; and all of you in discussions of situations, past or future.

3. **Employee testing.** Generally, it is better and faster to set up realistic situations and ask the trainees to show you what they would do and say with real patrons. Your best servers can be a big help to you by setting up these situations and taking typical patron's roles.

4. **Training new employees.** This training, with the exception of the simulations, can be handled on the job. Responsibility for it can be delegated to department heads or others you trust. The simulations are most effective when several people go through them together, so we recommend that you wait until you have at least four new employees. Your best servers can work with the new employees individually in the meantime to build their expertise.

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Remember that your servers have the right and the responsibility to refuse service to any person who is:

- \* obviously intoxicated
- \* in danger of becoming a drunk driver
- \* below legal drinking age

## GETTING SERVER'S COOPERATION

Most servers see having to "no sale" patrons as a bad scene -- exactly the opposite of what they are paid to do. For your training to be really effective, you'll need to help the servers see that there can be real advantages to them in aiding responsible use of alcohol.

We suggest that you give employees the list of disadvantages and advantages below and ask them to add any others that are REALLY important. Discuss things you can do together to lessen the disadvantages and increase the advantages.

You will want to include some of the ideas from this discussion in your revised SOP to make the activity run better and to reassure your staff that you're on their side.

### **Disadvantages**

- \* Loss of potential tips
- \* Overruled by my manager
- \* Against my nature
- \* Not humanly possible -- club is too crowded, dark, etc.
- \* Loss of customers
- \* Fear of being wrong about need for cut off
- \* Fear of making people angry
- \* Fear of violence
- \* Possible loss of my job

### **Advantages**

- \* Isolating intoxicated patrons helps business because drunks scare other customers away
- \* Tipping many increase from those who appreciate your help
- \* Offering nonalcoholic items will attract new customers
- \* Stopping drunk drivers keeps everybody safer
- \* Reducing servers' risk of being sued
- \* Decreasing drunken hassles or advances

## SYMPTOMS OF INTOXICATION

The first thing a server must learn is the obvious symptoms of alcohol intoxication. A person who exhibits these symptoms is **almost always** unfit to drive, since the signs **ordinarily** do not appear at BAC levels below .10. (A Blood Alcohol Concentration chart is shown on page 27.) (When the BAC level is less for the state where the activity is located, use that BAC level.)

Occasionally the symptoms will be caused by a physical or emotional condition or medication unrelated to alcohol, but for your sake and the patron's, it's better to be safe than sorry. Many physical conditions are worsened by alcohol or a combination of prescription drugs and alcohol. In extreme cases, death can result.

### ALCOHOL AFFECTS THE BODY IN THE FOLLOWING SEQUENCE:

1. **Inhibitions** are relaxed.
2. **Judgment** is impaired.
3. **Reactions** get slower.
4. **Coordination** decreases markedly.

Any time you see behaviors like those listed below and on the next page, be alert that you might need to take action. Check with the person named in your SOP if you're not sure how serious the situation is or how to handle it.

#### First stage - Inhibitions

- |                            |   |
|----------------------------|---|
| * Being overly friendly    | * Acting "big"                              |
| * Speaking loudly          | * Changing from loud to quiet or vice versa |
| * Annoying other customers |   |

#### Second stage -- Judgment

- |  |                                |
|--|--------------------------------|
| * Unjustified complaining about service        | * Changing purchase behavior   |
| * Using foul language                          | * Arguing                      |
| * Trying to buy items for strangers or for you | * Being careless with money    |
| * Being belligerent                            | * Making irrational statements |

### Third stage - Reactions

- \* Lighting more than one cigarette at a time
- \* Having glassy eyes
- \* Losing train of thought
- \* Slurring speech
- \* Being unable to light cigarette
- \* Being unable to focus eyes

### Fourth stage - Coordination

- \* Being unable to pick up change
- \* Being unable to put money away
- \* Stumbling
- \* Bumping into things
- \* Swaying, Falling
- \* Spilling drinks
- \* Being unable to sit straight on chair or bar stool
- \* Being drowsy

**NOTE:** Heavy drinkers may learn, with practice, to control the visible signs of intoxication or to "tolerate" alcohol better than occasional drinkers. Their central nervous systems are affected, but they just don't show the same signs. That's why these pages should be used along with the BAC chart on page 27 and with some common sense as well.

## RECOGNIZING SYMPTOMS OF INTOXICATION

This page lists many kinds of behavior you might find among your patrons. Using your experience and the material on pages 24 and 25, decide whether each behavior is usually a symptom of intoxication and (if so) in which stage it belongs.

Fumbling	Weaving	Stuttering
Foul language	Finger drumming	Telling Jokes
Slurred speech	Daydreaming	Nausea
Droopy eyelids	Yawning	Very deliberate speech
crying	Trembling	Staggering
Perspiring	Excessive touching	Mood change
Not answering	coughing	Whining
Losing balance	Faulty thinking	Hostility

**Note:** For extra practice, develop lists of symptoms from your own Food and Hospitality activity experience and sort them into the four stage categories.

# BLOOD ALCOHOL CONCENTRATION (BAC) CHART

Frequently, patrons have blood alcohol levels high enough to make them risky drivers before they show symptoms. To help you spot these times, use the following chart. The better you get at estimating people's weight, the more accurate your decisions based on the chart will be.

Weight	Number of Drinks Over a Two Hour Period									
100	1	2	3	4	5	6	7	8	9	10
120	1	2	3	4	5	6	7	8	9	10
140	1	2	3	4	5	6	7	8	9	10
160	1	2	3	4	5	6	7	8	9	10
180	1	2	3	4	5	6	7	8	9	10
200	1	2	3	4	5	6	7	8	9	10
220	1	2	3	4	5	6	7	8	9	10
240	1	2	3	4	5	6	7	8	9	10
260	1	2	3	4	5	6	7	8	9	10
280	1	2	3	4	5	6	7	8	9	10
Probably OK to drive Affected BAC to .05					Avoid driving Impaired BAC .05 - .09			Don't Drive Intoxicated BAC .10 and up		

## WHAT DOES "A DRINK" MEAN?

Straight alcohol is a powerful poison. Any alcohol sold in the Bar is sold as a mixture of water, fruit or vegetable juice, or flavorings. Here are some equivalents for you:

1 oz liquor = 3.6 oz table wine  
11 oz beer = 16.7 oz light beer

That means that like persons in similar situations will be affected in the same ways by one Scotch and water or one can of beer or one glass of wine.

## **OLD WIVES' TALES ABOUT ALCOHOL**

It never hurts to be able to "tell it like it is" if the situation arises. Here are some old wives' tales about alcohol, followed by the "straight scoop." Be prepared to set people straight (in a nice way) when you hear these statements:

### **1. It's a sign of maturity to be able to hold your liquor.**

Being able to tolerate the effects of alcohol comes only from repeated exposure to it. The person who can drink large amounts of liquor may already be dependent. If so, that's a sign of disability, not maturity.

### **2. Hangovers are caused by (a) red wine, (b) switching drinks, (c) cheap liquor/wine/beer.**

Hangovers are caused by the liver not doing its job of regulating the body's blood sugar level while it's trying to rid the body of alcohol. A hangover is a toxic hypoglycemic condition brought about by drinking too much alcohol.

### **3. Beer drinkers don't become alcoholics.**

Americans drink about 10 times as much beer as liquor. But since the effects of 1 beer are similar to the effects of 1 shot of liquor, there's as much as a 10 to 1 chance that an alcoholic is primarily a beer drinker.

### **4. Alcoholics have to drink every day.**

Alcoholics, in most cases are people who can't stop drinking once they start. Their drinking episodes can occur daily, weekly, once or twice a year, or any time. The test is not when or how often one drinks, but whether they can stop once they start.

### **5. Beer drinkers get fat; wine and liquor drinkers don't.**

Any alcohol contains calories in a form that is converted into energy quickly. The body uses those calories first, and stores the calories from nutritious food as fat to be used later. All alcohol contains "empty" (non-nutritious) calories that encourage weight gain.

### **6. Alcohol is a stimulant -- that's how the "life of the party" gets that way.**

Alcohol is a central nervous system depressant. One of the first things it deadens is the part of one's brain that controls inhibitions. That's why some people seem to be more outgoing than usual. Those same people can turn ugly very quickly, as



alcohol's effect deepens.

**7. Alcohol makes a good "warm up" when it's cold.**

The feeling of warmth comes from dilated blood vessels near the skin's surface. Those dilated vessels also cause that "rosy glow," but the blood in dilated vessels loses its body heat very quickly, leaving the body temperature much lower than it was before.

**8. Black coffee or a cold shower is a good "one for the road."**

The only way to get rid of the effects of alcohol is to wait for the body's natural processes to break it down into waste products. Black coffee or cold showers may make a sleepy person seem more alert, but do nothing to counteract alcohol's depressive effects on the brain that make driving so dangerous. Time is the only remedy.

## CUTOFF TECHNIQUES

For many servers, it's easier to tell when someone should be cut off than to know how to do it. Here are some tips from other servers:

1. **Use a non-judgmental approach.** Don't use words like "drunk" or "had to much." Don't scold the patron. Don't seem to blame them. Say something like, "I'm sorry, but if I served you this it might mean my job," or "I don't want to see you get in trouble with security."
2. **Be firm.** Once you've decided to cut a patron off, they are cut off, period. Don't bargain. After the initial "I'm sorry." remark, don't get drawn into explanations, defenses, or arguments. By all means, don't back down.
3. **Minimize the confrontation.** Try to tell the patron privately if possible. Always offer a nonalcoholic beverage or food choice, so the patron doesn't get backed into a corner. If the patron is with a group, see if you can get somebody in the group to handle the situation for you. If the patron's rank troubles you, see if there is anybody around of equal rank who might be able to help.
4. **Alert a backup.** Even if you feel completely comfortable about cutting somebody off, be sure the manager/duty manager knows what's happening and keeps an eye on you and the situation. You never know what could happen, and you may be glad for help or even a witness later.

## WHAT TO DO AFTER CUTOFF

Knowing when and how to cut off patrons isn't enough. You need to be able to help them stay from behind the wheel of an automobile. Here are some ways to do that:

1. **Find a sober buddy who will take matters in hand.**
2. **Offer food or a non-alcoholic drink.** Coffee and food won't sober anybody up, but the time it takes to consume them occupies time while the body does its work.
3. **Arrange alternate transportation.** Call a friend or a local volunteer safe-ride group; use a Food and Hospitality activity vehicle; call a cab, security, or whatever other transportation is available. At least have the phone numbers of available transportation handy.
4. **Help them get a room for the night.** Staying in unaccompanied personnel housing or in a motel may be the best way out of driving. At least have the phone numbers handy.
5. **Try to make sure your patron leaves with all personal possessions,** especially wallet or purse.
6. **Call security if it looks like things will get out of hand.** Better to risk losing the goodwill of one drunken patron (for their own good) than the safety of others in the activity.
7. **Get the patron's keys if they try to drive.** Call security with a vehicle description if you can't get the keys. Better to risk the patron's displeasure than their life or that of others.

**MANAGER NOTE:**

On the next pages, you will find situations to provide opportunities for your employees to practice what they have learned so far. We have not provided "answers" in this section because no one approach is necessarily right or wrong.

What you consider to be "acceptable" depends on your SOP, your employees' idea of what you want (which may be different from yours), and many other things.

These situations were particularly created to cause lots of discussion among you and your employees. Be sure to get employees to tell you any assumptions they make before you judge their decisions and encourage lots of "what is?" alternatives for each situation.

Don't, repeat, DON'T, assume that these are necessarily all "cutoff" situations--or "serve" situations. Your good judgment and a healthy respect for the safety of your patrons should be your guide.

## SITUATIONS

Read the following situations and decide whether or not you should serve the drinks requested. Be prepared to explain what additional information you'd ask for and why you made your decision.

\* \* \*

It's about 4:30 in the afternoon. A lance corporal hurries in, chooses the second bar stool from the right, and calls out, "Chivas and Coke," in a loud voice, banging his palm down on the bar for emphasis. (Will he get the "Chivas and Coke?")

The Major has been with a party of four for about 2 hours. They have each had three beers, and now the Major is ordering another for herself and one of others at the table. She is about 5'4" and slender. The other beer will go to a man in civilian clothes who looks as if he might have been a fullback in college. (You need to make two decisions, one for each beer ordered.)

Your table has a party of six, three couples about 45 years old. All are in civilian clothes, but one is known to you as a real hardnose Gunny who doesn't take no for an answer. He drinks a lot more than average, but never seems to show signs of intoxication. He calls you over and orders drinks all around, but the three women and one of the other men shake their heads "no." The second other man doesn't give any response. The women have each had two pina coladas. The other men have each had two beers. The gunny who called you over has had two rusty nails. It's just about noon, and they have been there an hour. (Who, if anybody, gets another drink?)

The gray-haired woman was down at the end of the bar when you came on duty at 3 p.m. She is rhythmically stabbing the tip of a cocktail pick into her crumpled napkin. You guess that she must have asked for extra olives, since there are four on the pick in her nearly empty martini. You smile and speak, and when she looks up with a half smile, you notice what might be tears in her eyes, but she is not actually crying. She pushes the glass towards you and nods. (Does she get the drink?)

A staff sergeant in uniform and two men in civilian work clothes occupy one of your tables at lunchtime. All three have had two beers, and the civilians have each nearly finished special club sandwiches with cole slaw and potato salad on the side. You checked twice, and the staff sergeant said both times that he didn't want anything else. Now he has called you over and asked for another beer for each of the three of them.

You have successfully cut off a party of two couples. They even thanked you for looking out for them. As they get up to leave, you hear one of them say, "OK Jan. You two follow us home." (What if anything, will you do?)

Make up your own realistic situations based on actual happenings in your own Food and Hospitality activity for additional practice.
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## REFRESHER SERVER TRAINING KIT

### Training Outline

1. **Manager Preparation.** As you did for Basic Server Training, decide what training your servers need. Choose from materials on pages 36-47, and add additional topics as needed. Duplicate enough copies of any printed materials for those who will use them. Give employees advance notice of training times and topics.
2. **Employee participation.** This part of the training reviews what was taught in basic server training and builds on your employees' experiences since then. Mix activities, and keep each session no longer than an hour. Involve your best servers. Your emphasis should be on "The Way We Do Things Here." This builds team spirit and avoids patronizing employees who are new but have a lot of experience in hospitality.

<p><b>NOTE:</b> Advanced training attempts to create greater skill at determining "threshold conditions" -- when one more drink will cause problems <u>after</u> it is consumed. This is difficult for two reasons: no two patrons tolerate alcohol exactly alike on every occasion, and every server has their own attitude towards alcohol. Experts say that in any group of 10 people, one either is or will be an alcoholic, two have proadverse effects of alcohol, and four have felt the adverse effects of alcohol on someone else's life. F&amp;H employees are no different. So, keep focusing on the benefits to all in creating a Food and Hospitality activity that is fun to work in and to frequent, no matter how one feels personally about alcohol.</p>
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3. **Employee Testing.** As in basic server training, the most effective test is a simulation of things as they may happen on the job. Use the servers who did the best job in basic training as role players and models in this section. You will find situations on pages 50-51. By all means, modify them, if necessary, to make them more realistic for your club.
4. **Training future hires.** Since most of the learning activities in this kit are designed for group interaction, we recommend that (after the initial session) you defer refresher training until you have a minimum of four employees who have completed orientation, SOP, and basic server training. You can ask your best servers to work closely with those awaiting refresher training to take up any slack.

## ALCOHOL KNOWLEDGE TEST

Answers to many of the questions in the true-false test on the next page can be found in the basic and refresher serving materials in this book. Some of them aren't covered in the material we've given you, and it would be unfair to expect your staff to know all the answers cold.

You can handle this two ways. You can find materials to add to this kit to cover everything on the test (the hard way) or you can give your staff copies of the test as a "take home" project where they work together, ask family or friends, or use reference books to find out the answers. Give them about a week to do the best they can. Then get everybody together and discuss the questions, their answers, and their reactions, resolving any conflicts as you go.

Not only will your staff remember more of what they "taught" themselves, they'll have helped you spread the word that the club is really concerned for the safety of its patrons.



# ALCOHOL KNOWLEDGE TEST

- |  |   |   |
|--|---|---|
| 1. Mixing different kinds of drinks can increase the effects of alcohol.                                 | T | F |
| 2. The average 4-ounce drink of wine is less intoxicating than the average 1-ounce drink of hard liquor. | T | F |
| 3. A can of beer is less intoxicating than an average drink of hard liquor.                              | T | F |
| 4. A cold shower can help sober up a person.   | T | F |
| 5. A person can be drunk and not stagger or slur their speech.   | T | F |
| 6. It is easy to tell if people are drunk even if you don't know them well.                              | T | F |
| 7. A person drinking on an empty stomach will get drunk faster.  | T | F |
| 8. People's moods help determine how they are affected by alcohol.                                       | T | F |
| 9. A person who is used to drinking can drink more.  | T | F |
| 10. A person who weighs less can get drunk faster than a heavier person.                                 | T | F |
| 11. Out of every 10 traffic deaths, 5 are caused by drunk drivers.                                       | T | F |
| 12. The surest way to tell if a person is legally drunk is by the percentage of alcohol in the blood.    | T | F |
| 13. People who are drunk cannot compensate for it when they drive.                                       | T | F |
| 14. In a fatal drunk driving accident, the drunk is usually not the one killed.                          | T | F |
| 15. Drinking black coffee can help sober up a person.  | T | F |
| 16. Alcoholic beverages are a stimulant.   | T | F |

ANSWER KEY FOR  
ALCOHOL KNOWLEDGE TEST

- |  |          |          |
|--|----------|----------|
| 1. Mixing different kinds of drinks can increase the effects of alcohol.                                 | T        | <u>F</u> |
| 2. The average 4-ounce drink of wine is less intoxicating than the average 1-ounce drink of hard liquor. | T        | <u>F</u> |
| 3. A can of beer is less intoxicating than an average drink of hard liquor.                              | T        | <u>F</u> |
| 4. A cold shower can help sober up a person.   | T        | <u>F</u> |
| 5. A person can be drunk and not stagger or slur their speech.   | <u>T</u> | F        |
| 6. It is easy to tell if people are drunk even if you don't know them well.                              | T        | <u>F</u> |
| 7. A person drinking on an empty stomach will get drunk faster.  | <u>T</u> | F        |
| 8. People's moods help determine how they are affected by alcohol.                                       | <u>T</u> | F        |
| 9. A person who is used to drinking can drink more.  | T        | <u>F</u> |
| 10. A person who weighs less can get drunk faster than a heavier person.                                 | <u>T</u> | F        |
| 11. Out of every 10 traffic deaths, 5 are caused by drunk drivers.                                       | <u>T</u> | F        |
| 12. The surest way to tell if a person is legally drunk is by the percentage of alcohol in the blood.    | <u>T</u> | F        |
| 13. People who are drunk cannot compensate for it when they drive.                                       | <u>T</u> | F        |
| 14. In a fatal drunk driving accident, the drunk is usually not the one killed.                          | T        | <u>F</u> |
| 15. Drinking black coffee can help sober up a person.  | T        | <u>F</u> |
| 16. Alcoholic beverages are a stimulant.   | T        | <u>F</u> |

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# ALCOHOL KNOWLEDGE TEST

- |  |   |   |
|--|---|---|
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| 4. A cold shower can help sober up a person.   | T | F |
| 5. A person can be drunk and not stagger or slur their speech.   | T | F |
| 6. It is easy to tell if people are drunk even if you don't know them well.                              | T | F |
| 7. A person drinking on an empty stomach will get drunk faster.  | T | F |
| 8. People's moods help determine how they are affected by alcohol.                                       | T | F |
| 9. A person who is used to drinking can drink more.  | T | F |
| 10. A person who weighs less can get drunk faster than a heavier person.                                 | T | F |
| 11. Out of every 10 traffic deaths, 5 are caused by drunk drivers.                                       | T | F |
| 12. The surest way to tell if a person is legally drunk is by the percentage of alcohol in the blood.    | T | F |
| 13. People who are drunk cannot compensate for it when they drive.                                       | T | F |
| 14. In a fatal drunk driving accident, the drunk is usually not the one killed.                          | T | F |
| 15. Drinking black coffee can help sober up a person.  | T | F |
| 16. Alcoholic beverages are a stimulant.   | T | F |

ANSWER KEY FOR  
ALCOHOL KNOWLEDGE TEST

- |  |          |          |
|--|----------|----------|
| 1. Mixing different kinds of drinks can increase the effects of alcohol.                                 | T        | <u>F</u> |
| 2. The average 4-ounce drink of wine is less intoxicating than the average 1-ounce drink of hard liquor. | T        | <u>F</u> |
| 3. A can of beer is less intoxicating than an average drink of hard liquor.                              | T        | <u>F</u> |
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| 6. It is easy to tell if people are drunk even if you don't know them well.                              | T        | <u>F</u> |
| 7. A person drinking on an empty stomach will get drunk faster.  | <u>T</u> | F        |
| 8. People's moods help determine how they are affected by alcohol.                                       | <u>T</u> | F        |
| 9. A person who is used to drinking can drink more.  | T        | <u>F</u> |
| 10. A person who weighs less can get drunk faster than a heavier person.                                 | <u>T</u> | F        |
| 11. Out of every 10 traffic deaths, 5 are caused by drunk drivers.                                       | <u>T</u> | F        |
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| 15. Drinking black coffee can help sober up a person.  | T        | <u>F</u> |
| 16. Alcoholic beverages are a stimulant.   | T        | <u>F</u> |

## ALCOHOL ATTITUDE PROFILE

No matter how well thought out your original plan was, you may feel by now that some of your employees just aren't with the program. They may mean well, but perhaps their basic beliefs about what's important are getting in the way.

The "test" beginning on the next page is designed to help you and your staff realize how your approach makes encouraging responsible use of alcohol easy or difficult. **Generally**, people whose profiles on the graph (page 44) fall to the right of center find it fairly easy to "get aboard" on a responsible use campaign. **Generally**, those whose profiles fall to the left of center may find the going very rough. That doesn't mean all is lost; it just means that those on the left will need to make a conscious effort to put your training into effect, while those on the right can probably just do what comes naturally.

Using the profile can help an individual become conscious of their position. It can help you know who needs extra attention and positive reinforcement. It can be a springboard to discussion of problems and new ideas for comfortable ways to help patrons use alcohol responsibly.

HOWEVER, some people find this kind of exercise very distasteful. Maybe you are one of them. We suggest you use it only if you feel comfortable with the idea.

There are no right or wrong choices on this profile.
--

## ALCOHOL ATTITUDE PROFILE

Write in the number which best describes your reaction to each of the following statements.

Agree strongly.....1  
Agree, but not strongly..... 2  
Neither agree nor disagree.....3  
Disagree, but not strongly.....4  
Disagree strongly.....5

---

### Set 1

1. If a person concentrates hard enough, they can overcome any effect that drinking may have upon driving. \_\_\_\_\_
2. If you drive home from a party late at night when most roads are deserted, there is not much danger in driving after drinking. \_\_\_\_\_
3. It's all right for a person who has been drinking to drive, as long as they show no signs of being drunk. \_\_\_\_\_
4. If you're going to have an accident, you'll have one anyhow, regardless of drinking. \_\_\_\_\_
5. A drink or two helps people drive better because it relaxes them. \_\_\_\_\_

**Add scores 1-5 and enter** \_\_\_\_\_

### Set 2

6. If I tried to stop someone from driving after drinking, the person would probably think I was butting in. \_\_\_\_\_
7. Even if I wanted to, I would probably not be able to stop someone from driving after drinking. \_\_\_\_\_
8. If people want to kill themselves, that's their business. \_\_\_\_\_
9. I wouldn't like someone to try to stop me from driving after drinking. \_\_\_\_\_

ALCOHOL ATTITUDE PROFILE (continued)

Agree strongly.....1  
Agree, but not strongly..... 2  
Neither agree nor disagree.....3  
Disagree, but not strongly..... 4  
Disagree strongly.....5

- 
10. Usually, if you try to help someone out of a dangerous situation, you risk getting yourself into one. \_\_\_\_\_

**Add scores 6-10 and enter** \_\_\_\_\_

**Set 3**

11. My friends would not disapprove of me for driving after drinking. \_\_\_\_\_
12. Getting into trouble with my family would not keep me from driving after drinking. \_\_\_\_\_
13. The thought that I might get into trouble with the police would not keep me from driving after drinking. \_\_\_\_\_
14. I am not scared by the thought that I might seriously injure myself or someone else by driving after drinking. \_\_\_\_\_
15. The fear of damaging the car would not keep me from driving after drinking. \_\_\_\_\_

**Add scores 11-15 and enter** \_\_\_\_\_

**Set 4**

16. The 55-mile-per-hour speed limit on the open road spoils the pleasure of driving for most people. \_\_\_\_\_
17. Many people use drinking to let off steam. \_\_\_\_\_
18. Being able to drive a car makes people feel more confident in their relations with others in their age group. \_\_\_\_\_
19. An evening with friends is not much fun unless one of them has a car. \_\_\_\_\_



**ALCOHOL ATTITUDE PROFILE (continued)**

Agree strongly.....1  
Agree, but not strongly.....2  
Neither agree nor disagree.... 3  
Disagree, but not strongly.... 4  
Disagree strongly..... 5

- 
20. There is something about being behind the wheel  
of a car that makes one feel more adult. \_\_\_\_\_

**Add scores 16-20 and enter** \_\_\_\_\_

**Set 5**

21. I usually do things that everybody else does. \_\_\_\_\_
22. What my friends think of me is the most  
important thing in my life. \_\_\_\_\_
23. I would ride in a friend's car even if that  
person had been drinking a lot. \_\_\_\_\_
24. Often I do things just so I won't feel left  
out of the group I'm with. \_\_\_\_\_
25. I often worry about what other people think  
about things I do. \_\_\_\_\_

**Add scores 21-25 and enter** \_\_\_\_\_

**Set 6**

26. Base authorities try to stop Marines from  
driving just to show their power. \_\_\_\_\_
27. I don't think it would help Marines to go to  
their superiors for advice. \_\_\_\_\_
28. I feel Marines should have the right to drink  
if their superiors do. \_\_\_\_\_
29. Base authorities have no real understanding  
of what Marines want out of life. \_\_\_\_\_
30. Marines wouldn't dare call their superiors  
to drive them home if they, or a friend they  
were with, got drunk. \_\_\_\_\_

**Add scores 26-30 and enter** \_\_\_\_\_

**ALCOHOL ATTITUDE PROFILE (continued)**

Agree strongly.....1  
Agree, but not strongly.....2  
Neither agree nor disagree.....3  
Disagree, but not strongly.....4  
Disagree strongly.....5

---

**Set 7**

31. I can't help getting into arguments when people disagree with me. \_\_\_\_\_
32. If people annoy me, I am apt to say what I think of them. \_\_\_\_\_
33. At times, I have a strong urge to do things that may be harmful or shocking to others. \_\_\_\_\_
34. I usually take a person up on a dare. \_\_\_\_\_
35. I easily become impatient with others. \_\_\_\_\_

**Add scores 31-35 and enter** \_\_\_\_\_

**Set 8**

36. I often act on the spur of the moment without thinking things through. \_\_\_\_\_
37. I tend to change my mind abruptly. \_\_\_\_\_
38. From time to time, I do things that are really reckless. \_\_\_\_\_
39. Often, I don't consider the consequences before I do things. \_\_\_\_\_
40. There have been times when I felt like smashing things. \_\_\_\_\_

**Add scores 36-40 and enter** \_\_\_\_\_

Plot your alcohol attitude scores on this chart by placing a dot on each horizontal line to represent your score for that set. Connect the dots.

	5	10	15	20	25	
<b>Set 1.</b> You are more likely to make excuses for actions.						<b>Set 1.</b> You are less likely to make excuses for your actions.
<b>Set 2.</b> You feel less responsibility to protect others.						<b>Set 2.</b> You feel more responsibility to protect others.
<b>Set 3.</b> You do not take the consequences of drinking and driving seriously.						<b>Set 3.</b> You take the consequences of drinking and driving seriously.
<b>Set 4.</b> Cars are very important to your personal life.						<b>Set 4.</b> Cars are less important to your personal life.
<b>Set 5.</b> Going along with the group is very important, even if you really don't want to.						<b>Set 5.</b> You are less likely to go along with the group if you don't want to.
<b>Set 6.</b> You very often reject authority.						<b>Set 6.</b> You less often reject authority.
<b>Set 7.</b> You are less able to control impatient feelings.						<b>Set 7.</b> You are more able to control impatient feelings.
<b>Set 8.</b> You tend less often to think things through before you do them.						<b>Set 8.</b> You tend more often to think things through.
	5	10	15	20	25	

## PREVENTION OF INTOXICATION

Most of the time a server can't do anything to stop an alcoholic or the patron who intends to become drunk, because they will go somewhere else to get alcohol if it's not available at the Food and Hospitality activity.

But many times servers CAN make the difference for those indicated as follows:

- \* **social patrons** who accidentally drink too much
- \* **bored or lonely patrons** who can't think of anything else to do but drink alcohol
- \* **inexperienced drinkers** who don't know alcohol's effects

On the next page are some tips (the play on words is intentional . . . all three groups of patrons listed above will be grateful for your concern, and may well show it in the gratuities they leave for you). Use the tips in an "I Can Make A Difference" approach to your patrons.

## YOU CAN MAKE A DIFFERENCE IN ALCOHOL USE OR ABUSE

1. **Think ahead for your patrons.** Alcohol's effects begin within minutes after it is ingested, but the patron won't notice anything for 15 or 20 minutes. This is why it is important for you to know that the next drink you bring may be the one that causes trouble. Here are some rough guidelines to help you decide.

- \* On the average, a person weighing 100 pounds can handle one drink an hour.
- \* On the average, a person weighing 120-200 pounds can handle two drinks an hour.
- \* Someone 220 pounds or over can probably handle three drinks an hour.
- \* After 2 hours, the safe number of drinks per hour goes down, as the body gets behind at getting rid of the alcohol.
- \* After more than 3 hours of drinking at these levels, any person will probably not be a safe driver.

2. **Delay service** when there is more than one drink per person on the table or bar. Try not to serve a patron previously served by one of your co-workers without checking with the other employee for how much and what has been served.

3. **When a patron arrives, chat** for a few minutes before taking an order. This gives you time to make sure the patron hasn't already had enough alcohol someplace else.

4. **Do not serve a new drink without taking away the glass from the old drink.**

5. Particularly with large groups, **check to see that the number of drinks ordered at one time doesn't add up to more than one per person.**

6. Even if your activity permits them, **do not encourage the ordering of "rounds."** The members of a group probably can't all handle the same number of drinks.

7. **Keep in mind these additional risks** patrons face.

- \* **Time of day** (the longer it has been since a meal, the more alcohol will affect your patron)
- \* **Experience with alcohol** (the less alcohol one had drunk, the greater the chance of overindulgence will be)

- \* **Emotional state** (the more emotional stress your patron has, the less alcohol they can tolerate)
- \* **Social setting** (business meetings are less risky, couples socializing slightly more so, "nights out with the boys (or girls)" are riskier yet, celebrations carry greatest risk)
- \* **Physical condition** (although you can't always know this, you should be able to spot signs of colds and allergies, a patron who takes a pill or capsule with a drink, injuries and other clues that the patron isn't in top shape and probably can't handle as much alcohol as usual.)

8. **Try to keep track of the number of drinks** you serve each patron and how much time has elapsed since the last one was served. For average sized patrons, two drinks an hour is probably OK. For short or extremely thin patrons, less is safer.

Remember that your servers have the right and the responsibility to refuse service to any person who is one of the following:

- \* obviously intoxicated
- \* in danger of becoming a drunk driver
- \* below legal drinking age

---

**MANAGER NOTE:**

On the next few pages are more situations to provide opportunities for your employees to practice what they have learned so far. We have not provided "answers" in this section because no one approach is necessarily right or wrong.

What you consider to be "acceptable" depends on your SOP, the attitudes inside and outside the gates, your employees' idea of what you want (which may be different from yours), and many other things.

These situations were particularly created to cause lots of discussion among you and your employees. Be sure to get employees to tell you any assumptions they make before you judge their decisions and encourage lots of "what if?" alternatives for each situation.

Don't, repeat, DON'T, assume that these are necessarily all "no sale" situations--or "sale" situations. Your good judgment and a healthy respect for the safety of your patrons should be your guide.

---

## REALISTIC PRACTICE

You are going to be given situations that might occur in your Food and Hospitality activity. For each situation, using what you've learned as well as your experience, answer the following questions. Then be prepared to act out the situation with coworkers.

**Note:** A simple "serve or don't serve" decision may not be what is needed in these situations. If possible, spot and head off potential problems before the "cutoff" question arises.

1. What would be the best outcome you could hope for?  
\_\_\_\_\_
2. To reach that outcome, should you involve anyone else at this time?  
\_\_\_\_\_
3. If so, who should you involve?\_\_\_\_\_
4. Why involve that person?\_\_\_\_\_
5. What would you say in this situation?\_\_\_\_\_  
\_\_\_\_\_
6. What would you do in this situation?\_\_\_\_\_  
\_\_\_\_\_
7. If your ideal outcome didn't happen, what would you do next?  
\_\_\_\_\_



## SITUATIONS

You've been serving a table with five males. They have been there a while, but you're not sure how long. They are drinking beer, and when you clear the table, you find a full warm bottle among the empties. As usual, the big guy has something smart to say, and you think, "This guy's getting to be a pain." Just as you are leaving, he gives you the back of his hand on your upper arm and says, "Bring us five more."

Two couples have come in for dinner, and you have served them all one cocktail each. They've been sitting quietly, but now there seems to be some kind of argument brewing. You go over to tell one of the women that the club is out of king crab legs, and the other woman's husband breaks in to complain that his martini glass was dirty, service is lousy, and he doesn't know why he comes to the club at all.

There's a country-western band, and it has been a good but busy night. You've particularly enjoyed one mixed group that has been poking fun at each other all evening. They have even tried to get you to decide who won some pretty outrageous bets. They are pushing and shoving each other, but all in good humor. Now, while taking orders, you overhear one of them say, "I SAID that's enough. That isn't funny anymore."

The retired general and his wife have just been seated at one of your tables. You notice that he is kind of bleary-eyed and has just pulled his fork off the table while he was picking up his napkin. You see keys on the floor beside the fork. This couple comes in a lot, and you know his wife will want one (that's as many as she ever orders) whiskey sour. You also know that she is pretty influential so far as the manager is concerned.

A group of your Marines with dates has come in and picked a large table over in the far, dark corner. As you approach, one gets up quickly and heads for the ladies room. When you take the orders, one orders for himself and the one who's in the ladies room, and the other can't seem to make up his mind what he wants until he is prompted by somebody else in the group.

This couple has obviously been arguing when they come in. You bring them the beers they order (after she changes her brand from what he asked for), and they hardly look up. Their voices get louder and louder until she gets up and flounces out. He waves for you and points to his empty mug.

A beautiful young woman and a big bruiser of a man have been at the bar for a while. They're both drinking margaritas and starting into each others' eyes. As she rises to go to the ladies room she gets tangled up in the legs of the stool and falls. She giggles as he helps her up, so you know she's not hurt. While she is gone, the man signals for two more drinks.

Make up your own realistic situations based on actual happenings in your own club for additional practice.
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## **ADDITIONAL RESOURCES**

### **SERVER MATERIALS**

Arrive Alive Balloon Test. Low cost breath analysis tool. Drinker breath Kits, P. O. Box 333, Milwaukee, WI 53201

Window decal (also other items). MADD, 669 Airport Freeway #310, Hurst, TX 76053

Film. "Drunk Driving: A Call to Action." American Insurance Association, Insurance Information Institute, 85 John Street, New York, NY 10038

Film. "Under the Influence." National Audiovisual Center, Order Section DW, Washington, DC 20409

Booklets. Several cartoon-filled booklets on alcohol use and abuse. Channing L. Bete, Inc., South Deerfield, MA 01373

Pocket leaflet and BAC Chart. "Know When to Say When." Anheuser-Busch, St. Louis, MO (Contact local distributors for information.)

Button. "Don't Drink and Drive." Transportation Alternatives, Inc., 405 Windsor Avenue, Windsor, CT 05095

### **PATRON MATERIALS**

Drink/Drive Calculator. New York State Division of Alcoholism and Alcohol Abuse, 194 Washington Avenue, Albany, NY 12210

Film. "Until I Get Caught." Modern Talking Pictures, 5000 Park Street North, St. Petersburg, FL 33709

Film. "Under the Influence." National Audiovisual Center, Order Section DW, Washington, DC 20409

Film. "A Short History." Southerby Productions, Inc., P.O. Box 15403, Long Beach, CA 90815

Community Action Packet. Insurance Information Institute, 110 William Street, New York, NY 10038

Small stickers. "Think Before You Drink and Drive." Allstate Insurance Company. Contact local agents for information.

Illustrated folder with golf theme. "Know the Score." Addiction Research Foundation, 33 Russell Street, Toronto, Ontario, Canada M5S 2S1

Ad reprints (suitable as poster -- two are reproduced on pages 57 and 58).  
The House of Seagram Moderation Campaign, 375 Park Avenue, New York, NY  
10152

#### **MANAGER MATERIALS**

Book. Arrive Alive, by Peggy Mann. Woodmere Press, Box 1590. Cathedral  
Station P0, New York, NY 10025

Recipes. Give People a Choice edited by Charlotte Kitowski.  
Transportation alternatives, Inc. 406 Windsor Avenue, Windsor, CT 06095

Recipes. A Toast to Sober Spirits and Joyous Juices, Compare  
Publications, 2415 Annapolis Lane, Minneapolis, MN 55441

**Bumper Sticker. "I ♥ Sober Drivers." Pixie Trautman, The  
Minnesota Children's League, 502 Pokegama Avenue North, Grand  
Rapids, MI**

## LOW OR NO ALCOHOL BEVERAGES

### "Wines"

Giovana (product of Italy)	Hilton Commercial Group
Petillion (product of France)	660 West Terrance Drive
Mousseux (product of Germany)	San Dimas, CA 91773
Pommac (product of Sweden)	Continental Trading Corp.
	6600 France Avenue
	Minneapolis, MN 55435
Meiers Still, Sparkling & Duck	Gourmet Foods, Inc.
Martinelli's Sparkling Cider	860 Wandalia Street
	St. Paul, MN 55114
Welch's Sparkling	The Food Service
	Welch Foods Inc.
	Westfield, NY 14787
Sparkling Apple	Hudson Valley Winery
Sparkling Grape	Blue Point Road
	Highland, NY 12523
Empire	Felton Empire
	379 Felton Empire Road
	Felton, CA 95018

### "Beers"

Apple	Beverage Cannery
	P.O. Box 680280
	Miami, FL 33168
Apple Beer	Apple Beer Corp.
	Salt Lake City, UT 84125
Birell	Swiss Gold A.G.
Break Special Lager	Schmidt Brewery
	127 Edward Street
	Philadelphia, PA 19123
Texas Select	Richland Corp.
	P.O. Box 58024
	Dallas, TX 75258
Schmidt Select	G. Heileman Brewing Co.
	882 W. 7th Street
	St. Paul, MN 55105

Schlitz  
Schaefer  
Malta

The Stroh Brewery Co.  
One Stroh Drive  
Detroit, MI 48226

Goetz Pale

Pearl Brewing

O'Douls

(Contact your local distributor.)

Sharps

Cutter

Kingsburry

**"Waters"**

Nanton

(Contact your local distributor.)

a Sante Mineral Water

Appollinaris Mineral Water

Poland Spring Water

Knudsen's

Health Valley Mineral Water

Perrier

Chippewa Spring Water

Glenwood Inglewood

Viking Quinine or Sparkling Water

LaCroix Water

## ALCOHOL-FREE DRINK RECIPES

### FOR DISTRIBUTION TO PATRONS

#### RED NECK

2 oz. tomato juice  
1/2 oz. lemon juice  
dash worcestershire  
dash tabasco  
celery garnish

#### MANZANITA

1/2 lump sugar  
dash bitters  
slice lemon peel  
fill with tonic

#### PINA COLADA PERFECTA

1 oz. creme de coconut  
2 oz. pineapple juice  
1 1/2 oz. club soda

#### CAMPAIGN COCKTAIL

1/2 lump sugar  
3 parts 7-Up  
1 part apple juice

#### PILE DRIVER

3 oz. orange juice  
3 oz. quinine water  
serve over ice

#### RED ROUSER

1 part tomato juice  
1 part 7-Up

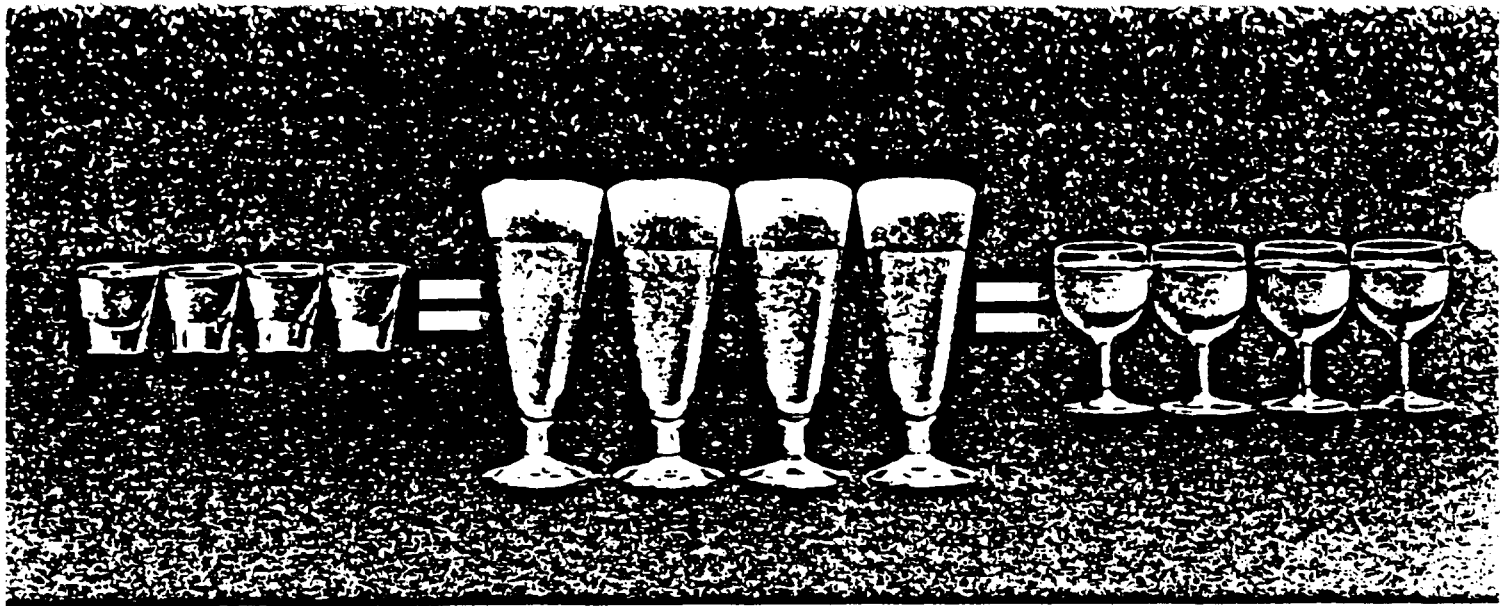
#### SAM COLLINS

3 parts Collins mix  
1 part orange juice  
splash of grenadine  
garnish with cherry  
and lime

#### BLACKJACK

juice of 1/4 lime  
fill with cola  
garnish with lime

The MWR Standardized Bar Recipes for Food and Hospitality lists other recipes for alcohol free drinks.



These one oz. jiggers of 80 proof spirits, 10 oz. glasses of beer, and 3 oz. glasses of wine are equal in alcohol content.

# Surprised?

We can understand if you are. It seems hard to believe that the alcohol content in the three groups of glasses above is, in fact, equal.

And so it's true that sometimes when you think you're drinking less, you may actually

**THE  
HOUSE  
OF  
SEAGRAM**

be drinking more. Because any alcoholic beverage should be used only in moderation, it's important that you know what you're drinking as well as how much. Remember, even though it may look light, it shouldn't be taken lightly.

FOR REPRINTS PLEASE WRITE ADVERTISING DEPT. CU-184, THE HOUSE OF SEAGRAM, 375 PARK AVE., N.Y., N.Y. 10152



The party begins.

*I can drive when I drink.*

2 drinks later.

*I can drive when I drink*

After 4 drinks.

*I can drive when I drink.*

After 5 drinks.

*I can drive when I drink*

7 drinks in all.

*I can drive when I drink*

The more you drink, the more coordination you lose. That's a fact, plain and simple. Still, people drink too much and then go out and expect to handle a car. When you drink too much you can't handle a car. You can't even handle a pen.

The House of Seagram

## SUGGESTED BRIEFING CHARTS

On the following pages are some suggested briefing charts you may want to use as part of your training session. They can easily be made into viewgraphs and retained for future sessions. . .you might want to add some of your own.

BACKGROUND

MANAGEMENT RESPONSIBILITIES

SERVER/SELLER RESPONSIBILITIES

AIDING RESPONSIBLE USE OF ALCOHOL

ALCOHOL-WHAT IS IT?

ALCOHOL EFFECTS ON THE BODY

BLOOD ALCOHOL CONCENTRATION (BAC)

FOOD AND ALCOHOL

INTOXICATION

TOLERANCE

ALCOHOLISM

OLD WIVES' TALES ABOUT ALCOHOL

HOW ALCOHOL AFFECTS THE BODY

INHIBITIONS/JUDGEMENT

REACTIONS/JUDGMENT/ COORDINATION

RECOGNIZING SYMPTOMS OF INTOXICATION

BLOOD ALCOHOL CONCENTRATION CHART

PREVENTION OF INTOXICATION

CUTOFF TIPS

WHAT TO DO AFTER CUTOFF

## **BACKGROUND**

- COMMITTED TO REDUCING ALCOHOL RELATED PROBLEMS**
- PARTICULAR EMPHASIS ON DRINKING & DRIVING**
- THE SERVER PLAYS A VITAL ROLE**

## **SERVER/SELLER RESPONSIBILITIES**

- ENCOURAGE RESPONSIBLE USE OF ALCOHOL
- RECOGNIZE SYMPTOMS OF INTOXICATION
- TECHNIQUES TO APPROACH PATRONS THAT ARE INTOXICATED
- TECHNIQUES TO CUT OFF PATRONS THAT ARE INTOXICATED
- WHAT TO DO AFTER YOU CUT OFF PATRONS THAT ARE INTOXICATED

## **MANAGEMENT RESPONSIBILITIES**

- TRAIN THE SERVER AND SELLER**
- RETRAIN THE SERVER AND SELLER  
(WHEN NECESSARY)**
- OFFER PATRONS ACTIVITIES INDEPENDENT  
OF ALCOHOL**
- SUPPORT EMPLOYEE DECISIONS**

# **AIDING RESPONSIBLE USE OF ALCOHOL**

## **PERCEIVED DISADVANTAGES**

- THERE IS A POTENTIAL LOSS OF TIPS.**
- THE MANAGER OVERRULES ME.**
- IT IS AGAINST MY NATURE.**
- IT IS NOT HUMANLY POSSIBLE (IT IS TOO DARK, CROWDED, ETC.).**
- THERE IS A POTENTIAL LOSS OF CUSTOMERS.**
- I FEAR BEING WRONG ABOUT NEED TO CUT OFF.**
- IT MAKES PEOPLE MAD.**
- I FEAR VIOLENCE.**
- I MIGHT LOSE MY JOB.**

# **AIDING RESPONSIBLE USE OF ALCOHOL CONTINUED**

## **ADVANTAGES**

- \* GETTING RID OF INTOXICATED PATRONS HELPS BUSINESS BECAUSE DRUNKS SCARE OTHER CUSTOMERS AWAY.**
- \* TIPPING MAY INCREASE FROM THOSE WHO APPRECIATE YOUR HELP.**
- \* OFFERING NONALCOHOLIC DRINKS AND GOOD TIMES WILL ATTRACT NEW CUSTOMERS.**
- \* REDUCING SERVERS' RISK OF BEING USED.**
- \* DECREASING DRUNKEN HASSLES OR ADVANCES.**

## **ALCOHOL EFFECTS ON THE BODY**

- ALCOHOL FIRST SEDATES (RELAXES) THE BRAIN AND SPINAL CORD, THEN IRRITATES IT (HANGOVER).**
- LIVER TURNS 95% OF THE ALCOHOL INTO CARBON DIOXIDE AND WATER.**
- AFTER ONE DRINK, IT TAKES 6 HOURS TO BECOME ALCOHOL FREE.**



## ALCOHOL - WHAT IS IT?

- WHETHER CALLED  $C_2H_5OH$ , ETHYL ALCOHOL, BEVERAGE ALCOHOL, OR BOOZE, IT'S A CHEMICAL THAT AFFECTS THE BRAIN AND NERVES IN THE SPINAL CORD.
- ALCOHOL IS IN COUGH SYRUP, NIGHT-TIME COLD MEDICINE, VANILLA EXTRACT, VINEGAR, AND PICKLES.
- ONE DRINK = ONE BEER = ONE WINE = ONE COCKTAIL = ONE STRAIGHT DRINK

## FOOD AND ALCOHOL

- ALCOHOL DOES NOT BREAK DOWN IN THE STOMACH LIKE FOOD BUT IS ABSORBED INTO THE BLOOD STREAM THROUGH THE SMALL INTESTINE.
- WHEN STOMACH IS FULL OF FOOD, THE MUSCLE THAT JOINS THE STOMACH AND SMALL INTESTINE CLOSES SOME TO REGULATE THE AMOUNT OF FOOD (AND ALCOHOL) ENTERING THE SMALL INTESTINE.
- FOOD DOESN'T PROTECT AGAINST INTOXICATION BUT LOWERS THE LEVEL OF INTOXICATION.

## **BLOOD ALCOHOL CONCENTRATION (BAC)**

- \* BAC AFFECTED ONLY BY THE AMOUNT OF ALCOHOL, AMOUNT OF TIME, AND BODY WEIGHT.**
- \* LEGAL DEFINITION VARIES BETWEEN STATES.**
- \* PATRONS USUALLY HAVE HIGHER BAC THAN APPEARANCE INDICATES.**
- \* BAC MAY NOT PEAK FOR UP TO 1 HOUR AFTER A DRINK.**

# TOLERANCE

- SOME PEOPLE APPEAR TO FUNCTION NORMALLY AFTER DRINKING ABOVE AVERAGE AMOUNTS.
- BECAUSE THEY FEEL OR APPEAR TO BE NORMAL, PEOPLE ATTEMPT OR ARE PERMITTED TO DO THINGS THAT REQUIRE USING PHYSICAL SKILLS AND MAKING DECISIONS, SUCH AS DRIVING.
- TOLERANCE OCCURS WHEN THE LIVER BEGINS TO BREAK DOWN ALCOHOL MORE EFFICIENTLY OR THE BRAIN AND NERVES BECOME "USED" TO ALCOHOL. MORE DRINKS ARE THEN NEEDED TO GET "HAPPY."
- TOLERANCE IS SHORT LIVED. IT BECOMES LESS AND LESS AS BODY ORGANS BECOME DAMAGED.

# **INTOXICATION**

- **INTOXICATION OCCURS WHEN THERE IS MORE ALCOHOL IN THE BODY THAN THE BODY CAN ELIMINATE.**
- **FACTORS SUCH AS SPEED OF INTAKE, TYPE OF DRINK, WEIGHT, MEDICATION, AND TOLERANCE CAN AFFECT INTOXICATION LEVEL.**

# **OLD WIVES' TALES ABOUT ALCOHOL**

- IT'S A SIGN OF MATURITY TO BE ABLE TO HOLD YOUR LIQUOR.**
- HANGOVERS ARE CAUSED BY (A) RED WINE, (B) SWITCHING DRINKS, (C) CHEAP LIQUOR/WINE/BEER.**
- BEER DRINKERS DON'T BECOME ALCOHOLICS.**
- ALCOHOLICS HAVE TO DRINK EVERY DAY.**
- BEER DRINKERS GET FAT; WINE AND LIQUOR DRINKERS DON'T.**
- ALCOHOL IS A STIMULANT -- THAT'S HOW THE "LIFE OF THE PARTY" GETS THAT WAY.**
- ALCOHOL MAKES A GOOD "WARM-UP" WHEN IT'S COLD.**
- BLACK COFFEE OR A COLD SHOWER IS A GOOD "ONE FOR THE ROAD."**

# ALCOHOLISM

- HAS MANY DEFINITIONS

ANY USE OF ALCOHOL THAT CAUSES CONTINUED DAMAGE TO THE INDIVIDUAL, SOCIETY, OR BOTH

A CHRONIC DISEASE CAUSED BY CONTINUED DRINKING THAT INJURES THE DRINKER'S HEALTH, SOCIAL, OR ECONOMIC FUNCTIONING

A COMPULSIVE USE OR ABUSE OF ALCOHOL INVOLVING PSYCHOLOGICAL DEPENDENCE, WITH OR WITHOUT PHYSICAL DEPENDENCE.

ALCOHOLISM MAY RESULT FROM THE DEPRESSION AND IRRITATION CYCLE. EVERY TIME THE IRRITATION PHASE HITS, ANOTHER DRINK IS NEEDED TO RE-SEDATE THE BODY. ANOTHER IRRITATION PHASE THEN OCCURS AND ANOTHER DRINK IS NEEDED TO SEDATE THE LATEST IRRITATION, AND SO ON.

# INHIBITIONS AND JUDGMENT

## FIRST STAGE - INHIBITIONS

- \* BEING OVERLY FRIENDLY
- \* SPEAKING LOUDLY
- \* ANNOYING OTHER CUSTOMERS
- \* DRINKING ALONE

- \* ACTING "BIG"
- \* CHANGING FROM  
LOUD TO QUIET  
OR VICE VERSA

## SECOND STAGE - JUDGMENT

- \* COMPLAINING ABOUT  
STRENGTH OF DRINK
- \* ORDERING DOUBLES
- \* USING FOUL LANGUAGE
- \* BUYING ROUNDS FOR THE  
STRANGERS OR FOR THE  
HOUSE
- \* BEING BELLIGERENT

- \* CHANGING CONSUMPTION  
RATE
- \* ARGUING
- \* BEING CARELESS  
WITH MONEY
- \* MAKING IRRATIONAL  
STATEMENTS



## **HOW ALCOHOL AFFECTS THE BODY**

- 1. INHIBITIONS ARE RELAXED.**
- 2. JUDGMENT IS IMPAIRED.**
- 3. REACTIONS ARE SLOWED.**
- 4. COORDINATION DECREASES MARKEDLY.**

# **RECOGNIZING SYMPTOMS OF INTOXICATION**

**FUMBLING  
EXCESSIVE PROFANITY  
SLURRED SPEECH  
DROOPY EYELIDS  
CRYING  
LEG JIGGLING  
NOT ANSWERING  
LOSING BALANCE  
WEAVING  
GULPING DRINKS  
DAYDREAMING  
VERY DELIBERATE SPEECH**

**TREMBLING  
EXCESSIVE TOUCHING  
DANCING  
FAULTY THINKING  
STUTTERING  
TELLING JOKES  
NAUSEA  
YAWNING  
STAGGERING  
MOOD CHANGE  
WHINING  
HOSTILITY**

# INHIBITIONS AND JUDGMENT

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HOUSE
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- \* CHANGING CONSUMPTION  
RATE
- \* ARGUING
- \* BEING CARELESS  
WITH MONEY
- \* MAKING IRRATIONAL  
STATEMENTS

# **REACTIONS/JUDGMENT/COORDINATION**

## **THIRD STAGE - REACTIONS**

- \* LIGHTING MORE THAN ONE CIGARETTE AT A TIME**
- \* HAVING GLASSY EYES**
- \* LOSING TRAIN OF THOUGHT**
- \* BEING UNABLE TO LIGHT CIGARETTE**
- \* UNABLE TO FOCUS EYES**
- \* SLURRING SPEECH**

## **FOURTH STAGE - COORDINATION**

- \* UNABLE TO PICK UP CHANGE**
- \* BEING UNABLE TO PUT MONEY AWAY**
- \* STUMBLING**
- \* BUMPS INTO THINGS**
- \* SWAYING, FALLING**
- \* SPILLS DRINKS**
- \* BEING UNABLE TO SIT STRAIGHT ON CHAIR OR BAR STOOL**
- \* BEING DROWSY**

# **PREVENTION OF INTOXICATION**

## **HOW YOU CAN MAKE A DIFFERENCE**

- THINK AHEAD FOR YOUR PATRONS.
- DELAY SERVICE.
- WHEN A PATRON ARRIVES, CHAT WITH HIM OR HER BEFORE TAKING ORDER.
- DO NOT SERVE A NEW DRINK BEFORE TAKING AWAY THE GLASS FROM OLD DRINK.
- DO NOT SERVE MORE THAN ONE DRINK PER PERSON.
- DISCOURAGE THE ORDERING OF ROUNDS.

**REMEMBER THAT YOU HAVE THE RIGHT AND THE RESPONSIBILITY TO REFUSE SERVICE OF ALCOHOL TO ANY PERSON WHO IS:**

- **OBVIOUSLY INTOXICATED,**
- **IN DANGER OF BECOMING A DRUNK DRIVER,**
- **BELOW LEGAL DRINKING AGE.**

**BLOOD ALCOHOL CONCENTRATION (BAC) CHART**

<b>WEIGHT</b>	<b>NUMBER OF DRINKS OVER A 2 HOUR PERIOD</b>											
<b>100</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>120</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>140</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>160</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>180</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>200</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>220</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>240</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>260</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>280</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
	<b>PROBABLY OK TO DRIVE AFFECTED BAC TO .05</b>			<b>AVOID DRIVING IMPAIRED BAC .05-.09</b>				<b>DON'T DRIVE INTOXICATED BAC .10 AND UP</b>				

# WHAT TO DO AFTER CUTOFF

- FIND A SOBER BUDDY THAT WILL TAKE MATTERS IN HAND.
- OFFER FOOD OR NONALCOHOLIC BEVERAGE.
- ARRANGE ALTERNATE TRANSPORTATION FOR THEM.
- HELP THEM GET A ROOM FOR THE NIGHT.
- TRY TO MAKE SURE YOUR PATRON LEAVES WITH ALL PERSONAL POSSESSIONS.
- ALERT MANAGEMENT OR MP'S IF IT LOOKS LIKE THINGS ARE GETTING OUT OF HAND.
- TRY TO GET PATRON'S KEYS IF THEY TRY TO DRIVE.

## **CUTOFF TIPS**

- USE A NON-JUDGMENTAL APPROACH**
- BE FIRM**
- MINIMIZE THE CONFRONTATION**
- ALERT A BACKUP**